

# ODOT managers facing rewrite of employees' job descriptions

ODOT managers will soon begin writing new position descriptions for all employees as the next step of a comprehensive Classification Study.

According to Mary Lenz of ODOT's Personnel Branch, the Executive Department Personnel Division has developed a new form that will be used. The new form allows supervisors and Personnel to give a more complete picture of a job in one document than the current job description format.

"The position description is a valuable management tool that can serve as a contract between managers and employees to define the work and expectations," Lenz noted.

Writing the new descriptions should be a good review of job duties, she said. Supervisors will complete the form, but employees will review and sign it, she pointed out.

The new form requests information about the position's relationship to the agency's mission, asks for a listing of job duties and percentage of time these duties are performed, and requires placement of the position on an organization chart.

Other portions of the form include: working conditions, established guidelines for the job, work contacts and job-related decision-making.

Salem and Portland managers started training sessions last month to learn how to complete the form. Early this month, videotaped instructions will be sent to managers in other locations, and Personnel Branch staff will provide additional training in many locations, Lenz said.

Personnel will continue to work with manag-

ers to prepare the new documents. "Our goal is to finish by spring to coordinate with other parts of the Classification Study," she said.

Since last July, 10 subcommittees have reviewed all classifications within ODOT. The subcommittees are composed of management and employees who are union members.

Most of the groups have met an average of twice a month since formation, Lenz said, and members have contributed many hours.

Most subcommittees hope to have their proposals ready later this month, Lenz said. Management will review the subcommittees' proposals and send them back to the subcommittees for fine-tuning in March, she said.

Later this spring, Executive Personnel and ODOT staff will begin aligning the new position descriptions written by managers and the proposed classifications developed by the subcommittees. If a classification is common to other state agencies, ODOT's proposals will be integrated into the statewide system, Lenz said.

"We expect this to be a time of negotiation," Lenz said.

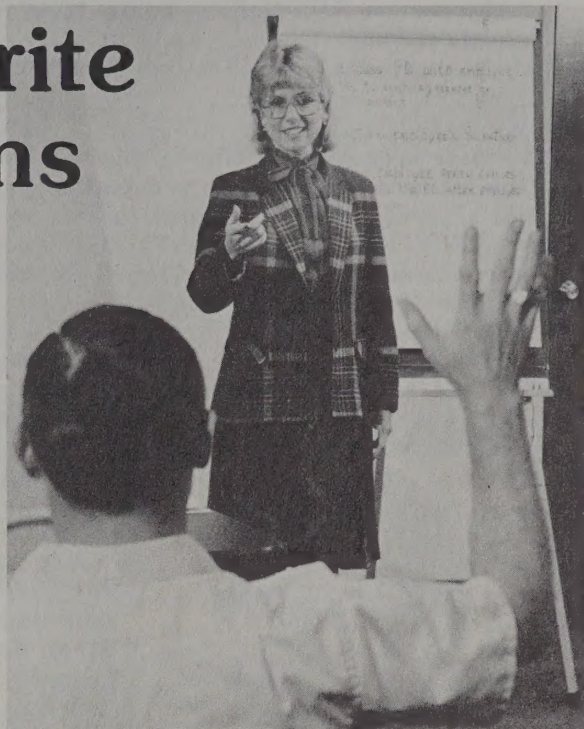
ODOT Director Fred Miller said the work of the subcommittees "puts us in a good position for our agency review from Executive Personnel."

He said ODOT has kept Executive Personnel informed about the process being used by the subcommittees and ODOT Personnel.

As a result of this communication, Executive Department Director Thomas Monterossi wrote to Miller in early November: "We can assure you we are 100 percent in support of your project."



Mary Lenz



MANAGER TRAINING--Personnel Analyst Rosemary Wagner answers questions during a recent training session. The instruction helps managers begin writing new position descriptions for all employees.

After Executive Department review--perhaps by fall--employees will be able to look at their classification, Lenz said. There will be opportunities to appeal if employees disagree with where they have been placed in the system, Lenz said.

The Executive Department plans to present the entire package to the 1987 Legislature for final approval, with implementation in 1987 or 1988, she said.

That's later than the Executive Department originally envisioned when the concept of a statewide classification review started. Lenz said the extra time is necessary because of the massive scope of the project.

## Rulien sets the standards

# 3-E Program based on Highway values

A new program, designed to focus employee attention on traditional Highway Division values, has been launched by State Highway Engineer Larry Rulien.

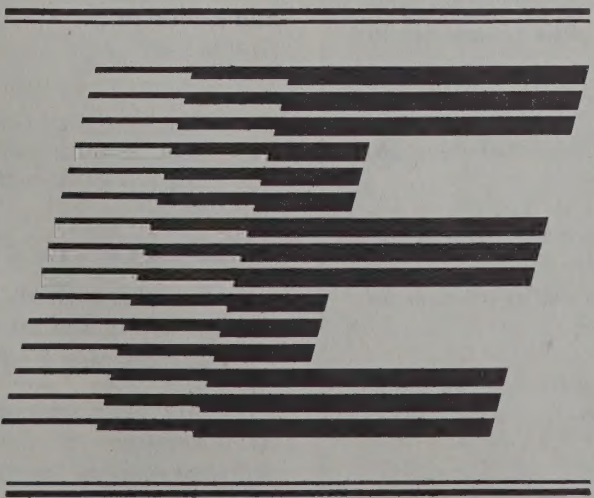
It has been dubbed "The 3-E Program" because it is built around three words beginning with the letter "E"--Efficiency, Economy and Excellence, Rulien said.

In a videotape to all division employees explaining the program, Rulien said "these three 'E' words are to be the motivating theme of our work, our relationships with each other, and our contacts with the public" for the next several years.

Rulien said he expects the program to give employees "a common objective and a clear understanding of our goals."

He said the program had been an "unfinished priority" of the late Scott Coulter, who died in July. Coulter wanted to "recognize the good performance of Highway employees," Rulien said, "and to give us all a target to shoot at."

Rulien said he adopted the program because he became convinced it "will result in superior performance in the Highway Division and assure continued public and legislative support."



Annual Outstanding Employee Awards will be based on the 3-E words and the concepts behind them, he said.

As Rulien explained the words on the videotape, they mean:

**Efficiency**--looking for a better way to do things; modernizing old, outdated systems; improving communications; doing your job in an effective way.

**Economy**--doing things at less cost to the taxpayers; conserving equipment; resisting cost overruns; staying within budget; stretching dollars.

**Excellence**--maintaining high personal and professional standards; giving recognition to outstanding effort; working to achieve a superior result or performance; striving to be better or best at whatever task.

Rulien stressed that the three words have always been associated with the Highway Division "so there's nothing new to learn--it's just a matter of new emphasis and commitment."

## HIGHLIGHTS OF THIS ISSUE...

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ODOT managers received performance appraisals on a new form.

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A contract marks the end of interstate construction in Oregon.

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More than 100 ODOT employees retired at the end of 1985.

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Candid Comments: What do you hope to achieve professionally in 1986?



## A message from the director ...

Usually, a year-end interview takes the place of my VIA column in January's edition. This year, I will be interviewed by division public affairs officers, and it will be released on videotape as an "ODOT Update."

I have been pleased with the "ODOT Update" programs. They have featured a wide variety of department programs and activities. Not all programs are designed for everyone in the department. However, I hope that managers give careful thought to each of the programs and show them to as broad an audience as is appropriate.

○ ○ ○

I have several thoughts on completing a successful 1985 and entering the new year:



● For the first time in nine years, we will be starting a new year without Peter Brix as a transportation commissioner. Peter has been a real asset to the department and has done a great deal for the state of Oregon. We will all miss him and his contributions. Personally, I have valued his advice and counsel.

● We look forward to working with Bill Sweet as his replacement. Bill served on the Parks and Recreation Advisory Committee, and is familiar with the programs of the department. His appointment has been very well received by the public; I am confident that he will be an excellent contributor to the commission--and a tough tennis adversary.

● The year end always brings a variety of holiday festivities and retirement activities. We have enjoyed our annual retirement gathering at the Transportation Building, Family Day, and the Tree Trim, complete with the governor dressed in a Santa Claus hat passing out candy canes. The music of the TransToters and the Christmas carols by the ODOT Carol-Aires were a special treat. Many of you worked hard to make these activities a success; we appreciate the efforts.

● It is always difficult to see long-time friends retire. From all of us, thank you for the years of service. I know that many of you will continue working for the department in some capacity. If not, stay in touch. You are an important part of the department even after you have retired.

○ ○ ○

In thinking about New Year's resolutions for the department, we should all find ways to continue to provide the facilities and services that are so important to Oregon's citizens. In addition, you should think about resolving to:

- Stay healthy.
- Become involved in some activity for your personal development.
- Try something new or different on your job.
- Try a new approach to expand opportunities for your employees or fellow workers.
- Think about how to balance your work with the needs of your family or friends.

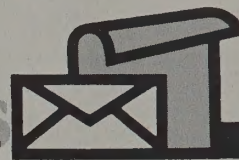
Let's all work to make 1986 a successful and enjoyable year--one that will make Oregonians proud of us and pleased that we are here.

*Fred Miller*



**ROCK REPAIR**--Mitch Hamel, HMW 2, signals to Ron Hansen, HMW 4, to lift a bucket of debris from the site of major reconstruction of the HWY 99E Oregon City Falls overlook. The 100-foot rock wall required dismantling and reconstruction after being hit by an auto.

## Letters



### Bad weather brings good letters

*EDITOR'S NOTE: The work of Highway crews in response to November's early, severe winter storms impressed drivers. They sent many letters of appreciation. Although space doesn't allow printing all the tributes, following are excerpts from some of the letters:*

#### Highway Division:

In mid-November, during bad weather, I hit a large rock on Highway 58. By the time I could stop, the front of the truck was in a snow bank and the back was sticking into the right-of-way.

Within minutes Roland Roberts and his maintenance crew from Oakridge were there and got me off the highway.

I commend your employees for their assistance and kindness.

Dick Cooper  
Klamath Falls

#### Highway Division:

On Nov. 27 my motor home went into the ditch on the icy road near Battle Mountain State Park.

I commend your crew from the Ukiah maintenance station for their help in getting us back on the road. They called a wrecker, directed traffic, sanded the area to keep it safer, and stayed to help until the wrecker came.

Ben Rondeau  
Grants Pass

*EDITOR'S NOTE: Providing assistance were Danny Ryan, supervisor, and Larry Ellis and Richard Clark, highway maintenance workers.*

#### AERO receives check

Enclosed is a check for \$44, the amount of my fuel tax refund from DMV on auto gas used in my Cessna 140.

I would like to donate my refund to Aeronautics for maintenance of the state-owned airports. We are very fortunate here in Oregon to have an Aeronautics Division such as we do.

You guys do good work.

Harold Thompson  
Roseburg

#### Baker Highway office:

I was traveling from the coast Nov. 22 when I had car trouble and became stranded near the Ladd Canyon exit around 12:45 a.m.

I waited for assistance for approximately two hours before a snow plow driver stopped.

It was extremely cold outside, and I am grateful for his help and concern.

Patty Cutright  
Myrtle Point

#### Mike Anhorn Dist. 13 maintenance supervisor:

I thank your highway crew for their help in keeping the Toll Gate Highway clear and flagging traffic Nov. 11-13 while we were removing a wreck.

I also thank Mel Wood, maintenance supervisor, and his crew for the help our trucks receive in adverse weather.

Renn Gaukroger  
Boise Cascade Trucking Division  
Boise, ID



#### ODOT NEWS

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# State parks' future prompts lively meet

More than 90 recommendations and suggestions were made during the recent Governor's Conference on the Future of Oregon State Parks, according to Dave Talbot, Parks administrator.

"While we have never done this sort of thing before, those most closely associated with the conference tend to think of it as an unqualified success," Talbot said.

Despite six inches of snow and a freezing rain in Salem just before the event began, more than 80 people took part the first day and more than 140 were present the second day for a speech by William Penn Mott, Jr., director of the National Park Service.

"We think we accomplished our goal of beginning a substantive dialogue about our future," Talbot said. He will make a final report on the proceedings to Governor Vic Atiyeh, who called the conference, before next spring.

In the meantime, Parks staff members have begun detailed examination of ideas gathered in five specific areas of concern to Parks--long range financial stability, fees and charges, volunteers and constituency, tourism and promotion, and the future of the system.

"There were some funding suggestions of major significance, but we have not yet, as an organization, done any sort of ranking or evalua-



**PARKS PROMOTION**--William Young, director of the Oregon Water Resources Department, leads discussion on promotion of state parks at the governor's conference on parks in early December.

tion," Talbot said.

The division was advised to intensify efforts to establish cooperating associations, greatly expand volunteer efforts and work to develop a supportive constituency.

Participants also suggested that the Parks Division explore new avenues of promotion, particularly in regard to tourism, but that the division's traditional role in protection

and preservation of the state's natural resources not be forgotten or reduced.

The process of sifting through all the ideas generated, which may result in new policies or legislative concepts, will be a major task in coming months. "It will be an exciting challenge and one that will benefit the state park system for many years to come," Talbot said.

## Five-point rating system used in manager appraisal

ODOT managers received year-end performance appraisals last month on a new form designed to make the evaluation process more objective and consistent.

The form was developed by a departmental task force, according to Karen Roach, assistant director for Personnel Services. Assistant State Highway Engineer Pat Schwartz, working on a separate assignment from Fred Miller, also was involved in the process.

"The concept behind the form is to have supervisors evaluate management service employees on specific, job-related criteria, rather than solely relying on written comments," Roach said.

The new form asks supervisors to give managers from six to 10 points in nine work-related categories such as communication, work habits, planning and resource management.

A sentence or phrase describes the behavior that would merit a particular score.

Category numbers 10-12 ask supervisors to give managers from one to three points for their work in: training and career development of subordinates, budget and expenditures, and affirmative action.

Roach said these final items were added by administration to give extra attention to high priority concerns.

Supervisors are asked to attach written comments to document numerical scores in all categories, as well as cover other performance criteria, special accomplishments or areas needing improvement, Roach said.

She expects to form a group this spring to review the form and decide if it should be modified and used permanently.

The task force that developed the form originally intended it for all employees, Roach said. However, the appraisal form is subject to bargaining unit negotiations, so it could not be initiated for represented employees, she noted.

## Task force devised new form

A task force of five ODOT employees labored in obscurity a whole year to produce the new Management Service Performance Appraisal.

The five were thrown together when they volunteered to work on the topic during a follow-up training session for two Silver Falls Management Development groups.

Kathy Straton, Parks, was asked to chair the first meeting in the spring of 1984, and the job stuck.

The task force met about 18 times, fitting meetings around regular work duties.

Toward the end of the project, Wayne Earnshaw, DMV, joined the group to give input from that division. Ron DeAngelo and Karen Roach also provided guidance.

"We are pleased with the result and happy that the department is trying our rec-

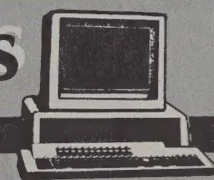


Kathy Straton

ommendation," Straton said.

Other members of the group included: Judy Peterson, right-of-way; Charlie Middleton, hydraulics; Walter Bartel, Region 1 Highway; and Wilson McBeth, permits/weighmaster.

## News briefs



### Scholars committee plans March 1 campaign

Members of the Glenn Jackson Scholars Committee are beginning to discuss specifics of the March 1-April 15 campaign.

The group meets every two weeks and has considered methods to decentralize the campaign, according to Gary Potter, chair of the committee. Regional special events are being discussed to wrap up the six-week event, he said.

Division coordinators are: Bob Rainey, Central Services; Randy Fraser, DMV; Steve Johansen, Parks; Linda Stringer, AERO; and Bob Poole, Highway. Martha Coulter is serving as a member at large.

### Lightner wins tree ornament contest

Karin Lightner, Salem, won ODOT's annual hand-made Christmas tree ornament contest.

She received a certificate from Gov. Vic Atiyeh at a noon tree trimming ceremony in the ODOT Building lobby. She is the wife of Alan Lightner, Highway.

### Computerized telephone gives road report

The Highway Division and Oregon State Police are operating a computerized telephone system to report statewide road conditions.

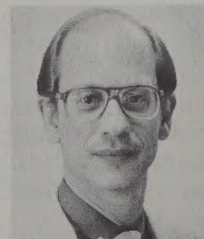
Callers with touch-tone telephones may select a recording of conditions from one of eight geographic regions. The Road Condition Report number is 238-8400.

During the winter the report will give road conditions; in the summer it will advise about road construction delays and detours.

### DeAngelo receives trainer award

ODOT Training Officer Ron DeAngelo received the outstanding trainer award from the Oregon Training and Development Association Dec. 6.

The award resulted from his contribution to ODOT's employee training and organizational development as well as services to other state agencies. DeAngelo joined ODOT in 1984.



Ron DeAngelo

### Fellowship offered to engineers

The National Society of Professional Engineers is offering a \$1,000 fellowship to an engineer pursuing advanced studies in management.

Any engineer-in-training or registered professional engineer may apply.

For further information, contact Shirley Ziebart, ODOT Personnel at 378-6556. Deadline is Feb. 1.





**BUS SIGNS**--Sign shop employees Wally Jacobs, left, HMW 3, and Ernest Miranda, HMW 2, prepare intercity bus signs for shipment.

## Signs will guide travelers to intercity bus stations

Signs are being installed to point the way to every intercity bus company station and stop in Oregon, thanks to a program initiated by ODOT to assist travelers.

"The program started after several bus companies indicated a desire to install their own signs along our highways," said Transportation Planner Herb Riley.

"We decided to do it ourselves to provide uniformity and control locations. The signs remind people that the services are available."

Signs are already up in several

places around the state, and more are coming. The signs use the carriers' names in order not to confuse people about who's stop it is, Riley explained.

The department has already provided signs for airports, Amtrak stations and some coastal routes.

"This is the last mode for which we need to complete signing. It's important to help the people who need transportation," he said.

Without the signs, he added, most bus stations and stops are known only to local residents.

### George worked on signs

## Veteran remembers start of interstate

Few Highway Division employees can tell you first-hand what Oregon's original interstate freeway jobs were like.

State Traffic Engineer Bud George is one of them.

George, a 35-year veteran of the division, worked on Oregon's first section of interstate freeway, helping sign what is now I-5 between Portland's Barbur Boulevard and Salem.

The Transportation Commission recently awarded a \$6 million construction contract for I-82. That contract represents Oregon's final new section of interstate highway, beginning in northeast Umatilla County.

For George, as well as the division, this work ends 30 years of massive construction and an era linking 48 states for national defense purposes.

### Safety features added

"The concept of the interstate highway system was developed during the Eisenhower Administration as a system of defense highways," he said. "When funding became available, Oregon started construction immediately. We were probably one of the first states to begin work on it."

"The engineering work we did back then was not a lot different than what we do today, except that we now build in more safety factors," George said. "We design the roads to be more forgiving today for modern driving conditions."

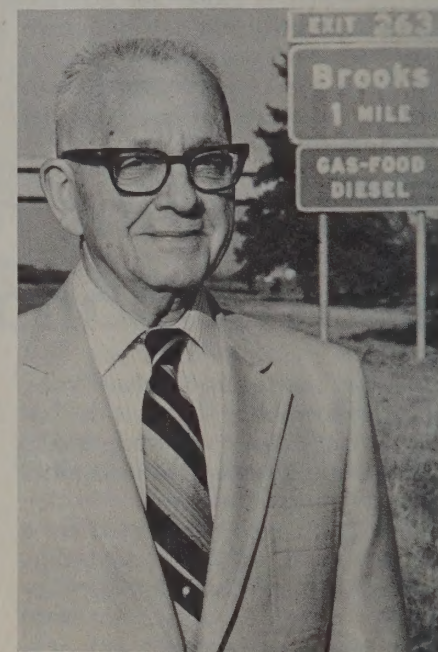
The I-82 contract calls for final grading. Another \$15 million worth of paving and other work will follow. Then traffic can flow between I-84 and Washington's I-90 at Ellensburg.

Best estimates point to a 1987 or 1988 opening.

After that opening, George noted, Oregon is not likely to see any more interstate highways built.

But he added that there's still plenty of freeway work ahead for the division.

"Our direction has changed from building to rebuilding," he said. "We're putting our efforts and dollars into preserving the interstate system we have. During the cutbacks of the 1970s, we lost ground on keeping up the system. Now we're paying the price."



**EARLY SIGN**--Traffic Engineer Bud George stands near one of the first areas where he worked on I-5 during original construction.

Presently, more than 100 miles of worn-out interstate along I-5 and I-84 need rebuilding from the roadbed up. Other sections are wearing out fast under increased traffic and heavy loads. According to George, these sections have reached the end of their useful service life.

"And that means Oregon motorists will need to be patient as freeway preservation work continues for years to come," he said.

## New leaders named at Weighmasters

The Weighmaster Unit has a new chief weighmaster and its first woman region supervisor.

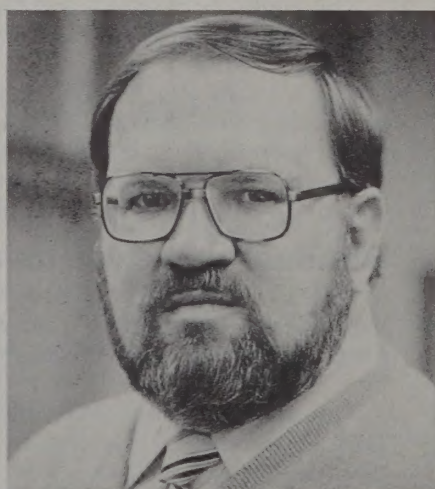
Doug Gyllenskog, an 18-year employee of the unit, was named chief in December. He had served as acting chief since mid-September.

Shirley Gardipee, a senior weighmaster at Woodburn, became supervisor of the Eugene district Jan. 1. She is the first woman to hold such a position in the organization, which has about 20 female employees among nearly 100 workers.

Since 1979, Gyllenskog was supervisor of the eastern Oregon district in Farewell Bend. Prior to that, he had worked in five different locations around the state.

A native of Nyssa, he started with the division after experience in the military and law enforcement and two years of college work in accounting.

Gyllenskog's family remains in Ontario where his wife will com-



Doug Gyllenskog

plete registered nurse training this spring. The couple have three school-age sons.

Gardipee is a six-year veteran with the unit. Two years ago she was promoted to senior weighmaster and worked on the bridge weigh-in-motion crew.

She said that four years ago she



Shirley Gardipee

set a goal to become a supervisor within five years. "I thank the supervisors I have had who helped me get experience and training to prepare for this position," she said.

She and her husband, Rod, an employee at ODOT's motor pool for seven years, live in Salem. They have a 15-year-old son.

### Years 5 Ago

● The energy crisis dealt a double blow to the Highway Division, according to a front-page article in the January 1981 VOA.

Conservation and fuel-efficient cars decreased Highway Fund revenues from gas taxes; inflation, powered by escalating oil prices, increased construction and maintenance costs.

● Highway won awards in U.S. Department of Transportation design competition--second place for the West Portland demonstration park-and-ride lot and third place for an eight-mile Lake Abert-Valley Falls section of US395.

● The Energy Information Office began coordinating a carpool matching program for ODOT employees located in the Transportation Building.



# ODOT bids farewell to retirees of 1985

**EDITOR'S NOTE:** Following are the names of ODOT employees who retired during 1985:

## Over 40 years:

Rodney Polly, park manager 3, Springfield, 42 years.

## 30-39 years:

John Atkinson, HMS C, Baker, 38 years.

Billie Berg, computer operator 2, Salem, 38 years.

Helga Boyd, ET 4, Salem, 30 years.

Robert Brotherton, HMF 1, Chiloquin, 35 years.

Frank Captain, HMW 3, Salem, 38 years.

Leo Chamberlain, HMS A, The Dalles, 30 years.

Craig Corder, HMS C, Ontario, 35 years.

Alfred Crockett, ET 4, Salem, 30 years.

Archie Davies, HE 4, Salem, 31 years.

Bob DeLess, HE 3, Salem, 38 years.

Donald Dodd, HMS 2, Portland, 36 years.

Charles Elroy, SHE B, Newport, 38 years.

Robert Ewen, SHE C, Salem, 38 years.

William Fretwell, supervising geologist A, Salem, 35 years.

Harold George, HMW 4, Prineville, 36 years.

Douglas Greene, HE 4, Eugene, 31 years.

John Hagedorn, SHE B, Bend, 34 years.

Donald Haynes, HE 4, Salem, 37 years.

James Infinger, maintenance office manager, Astoria, 31 years.

David King, HMF 1, John Day, 31 years.

Wayne Lamb, HMW 3, Albany, 32 years.

Clifford Lehman, SHE B, Salem, 37 years.

John Martin, HMW 2, Maupin, 34 years.



Jack Remington, left, Parks--Class of '85, visits with Eb Engelmann, Highway.

Robert Matheson, HMS B, Richland, 34 years.

Kenneth McCorkle, HMS B, Maupin, 33 years.

Violet Merrick, administrative assistant, Salem, 30 years.

James Moisan, ET 2, Salem, 33 years.

Paul Morin, ET 2, Salem, 34 years.

William Nash, ET 2, Salem, 33 years.

Harry Oswald, SHE C, Pendleton, 31 years.

Clifford Page, HE 4, Salem, 32 years.

Cledus Perkins, HMF 1, Mitchell, 31 years.

George Perkins, HMW 3, Gold Beach, 30 years.

Charles Pickle, HMW 2, John Day, 30 years.

Robert Poindexter, HE 3, Salem, 35 years.

Cecil Rhodes, HE 1, Eugene, 32 years.



ODOT Carol-Aires entertain during the Class of '85 reception.

Frank Roberts, HE 4, Salem, 32 years.

Julius Sevey, HE 4, Salem, 35 years.

Robert Shotwell, SHE B, Portland, 34 years.

Jack Sills, HE 4, Salem, 30 years.

Lewis Simons, HMW 3, Elgin, 34 years.

Robert Simpson, HE 2, Portland, 32 years.

Frank Stiles, parks regional supervisor, Portland, 34 years.

Genevieve Stuart, administrative assistant, Brooks, 33 years.

Kerwyn Tally, HE 1, Coquille, 30 years.

Gerald Test, HE 4, Salem, 33 years.

Edward Tschida, HMF 1, Portland, 32 years.

Marion West, HMW 3, Winston, 32 years.

Thomas Wharton, HMS D, Coos Bay, 35 years.

Keith Wolcott, HMS A, Salem, 31 years.

John Wood, SHE D, Salem, 31 years.

## 20-29 years:

Kenneth Batchelder, HE 2, Portland, 28 years.

Royce Brizendine, HMW 3, Prospect, 23 years.

William Carl Butte, HE 3, Salem, 24 years.

Robert Cameron, systems analyst, Salem, 27 years.

Gayla Cavaliere, program executive B, Salem, 25 years.

Mary Cody, MVR 2, Portland, 20 years.

Everett Culver, HMW 3, Coos Bay, 21 years.

Harold Curnutt, HMW 3, Pendleton, 29 years.

James Harlow, HMW 3, Corvallis, 20 years.

Benjamin Hauck, office manager B, Salem, 21 years.

David Higginbotham, HMW 3, Detroit, 21 years.

George Johns, stores clerk, Salem, 20 years.

Rodney Jones, administrative assistant 3, Salem, 29 years.

William Jones, supervising storekeeper B, Salem, 22 years.

Cyrill Lutgen, sr. heavy equipment mechanic, Salem, 26 years.

Margaret May, MVR 1, Dallas, 21 years.



Osgood Munger, materials testing engineer, Salem, 29 years.

Kenneth Parks, HMF 2, Salem, 23 years.

Charles Paul, park manager B, Newport, 20 years.

Lavel Pfl, park manager 1, La Grande, 25 years.

John Priest, park ranger 2, Rogue River, 21 years.

Leo Rausch, park manager B, Nehalem, 22 years.

Roderick Rexford, HMW 2, Corvallis, 21 years.

Odessa Schell, clerical specialist, Salem, 23 years.

Helen Willis, MVR 2, Ontario, 25 years.

## Under 19 years:

Lois Bennett, administrative assistant, Salem, 18 years.

Peter Bowers, engineering geologist, Riddle, 11 years.

Elmer Carpenter, HMW 3, Sweet Home, 15 years.

Ray Costello, assistant administrator, planning, Salem, 12 years.

Richard Dolph, systems analyst, Salem, 14 years.

Virginia Ehlers, park aide, Brookings, 9 years.

Norman Elliott, HMW 2, Silverton, 9 years.

William Faucett, HMW 4, Pendleton, 15 years.

Patrick Feany, park ranger 2, La Pine, 16 years.

Ford Franklin, HMW 3, Klamath Falls, 17 years.

Jacqueline Greene, district office manager, The Dalles, 11 years.

Norman Hinges, HE 2, Salem, 18 years (deceased).

Charles Horton, park ranger 2, Warrenton, 12 years.

Clifford Hulst, laborer 1, Portland, 7 years.

Willis Hulst, park manager B, Depoe Bay, 15 years.

Audie Joliff, park manager B, Bend, 17 years.

Milford Jones, signal technician, Salem, 19 years.

Warren Lengele, HMW 2, Winston, 15 years.

Gene McBee, HE 1, Roseburg, 16 years.

Nancy Nebel, secretary, Salem, 14 years.

Dean Nelson, HMS A, La Grande, 13 years.



Patricia Peterson, MVR 1, Portland, 18 years.

Robert Pugh, storekeeper 1, Salem, 15 years.

Herbert Rekendorf, HMW 2, Eugene, 3 years.

Jack Remington, program executive B, Salem, 13 years.

Robert Rottweiler, supervising safety representative A, Portland, 14 years.

Raymond Ruedi, park manager B, Prineville, 18 years.

Clinton Smithe, traffic recorder technician, La Grande, 15 years.

Donald Spencer, park ranger 1, Florence, 5 years.

Willis Staples, HMW 2, Springfield, 13 years.

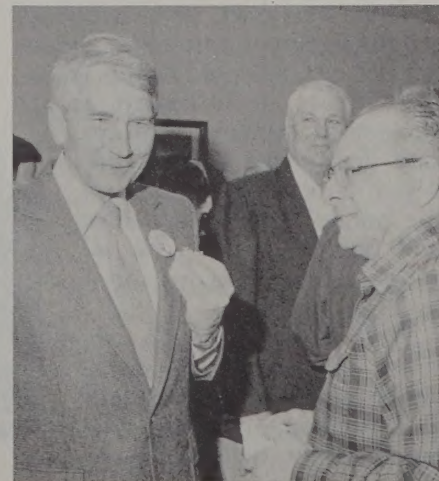
Leslie Taylor, laborer 1, Portland, 13 years.

Marjorie Walker, secretary, Salem, 7 years.

Edward Webler, ET 1, Myrtle Creek, 16 years.

Arthur Welling, park aide, Redmond, 9 years.

Joan White, data entry operator, Salem, 7 years.



Duane Ridings, Class of '83, visits with Justin Vincent, Highway.



## Parks gives awards: For dedicated service...

The 1985 Art Burt Park Employee of the Year is Dave Mallon, a 17-year veteran stationed at Wallowa Lake State Park near Joseph.

Mallon was nominated for the tribute by his regional supervisor, Owen Lucas, La Grande, who cited Mallon's talents in construction, carpentry and maintenance work. Mallon has shared his knowledge by training many other Parks employees.

Mallon was also praised for public relations skills.

Other nominees included Sherri Hammond, Fort Stevens State Park, Astoria; Dave Obern, Silver Falls State Park, Silverton; Virginia Ehlers, Harris Beach State Park, Brookings; and Jack Priest, Valley of the Rogue State Park, Grants Pass.

The award is named for Art Burt, an employee of the Highway and Parks divisions for more than 40 years. He is remembered as a man who devoted "dedication, dependability and a total uncompromising



Dave Mallon

commitment to quality" to his work.

Burt's wife, Freda, presented this year's award.

## ...and dubious achievements

Despite being proclaimed "Chief Dubious," Parks Administrator Dave Talbot still values a rather unusual gathering called the Dubious Achievement Banquet.

The event began in 1981 when someone decided it might be fun to get together and laugh a bit at projects or occurrences that didn't quite work as anticipated, Talbot said.

The event was such a success it was repeated in 1983 and 1985 as part of the biennial meeting in Salem of Parks Division regional supervisors and district managers.

Although focus of the gathering is fun and laughter, Talbot noted there is a serious message involved also.

"I think the organization realizes that it is OK to try and to fail from time to time--that risk-taking is not going to be penalized in the Parks Division," he said.

While some of the awards are not suitable for publication, others through the years have included:

- Presentation of a huge slab of concrete--the remnant of a condemned bridge that required more explosives to bring down than used in many major World War II battles--to the man who built it, now a regional supervisor.

- Any number of gasoline cans to those who, over the years, have run out of that product, normally when administrators from Salem are around to observe.

- A batch of "can you top this" presentations for creative design of park wood bins.

- The coveted "Big John Award" which is presented with great glee by the previous recipient to anyone they think earned it most. The award was named when a nice little lady telephone Talbot, almost in hysterics, to report that facilities in one park restroom were built so high a ladder was nearly required. Other winners have included a region where outdoor privies tend to rock and sway when the wind is strong.

## ODOT hits the airways

### Radio news service praised

The ODOT Radio News Service has been used more than 2,600 times by Oregon radio journalists since it began last Jan. 1.

That was part of a progress report Highway Information Officer Jim Bottom delivered to the Transportation Commission at its November meeting. Bottom said the service allowed the department to better inform the public about its activities and helped to make the agency seem more personal to Oregonians.

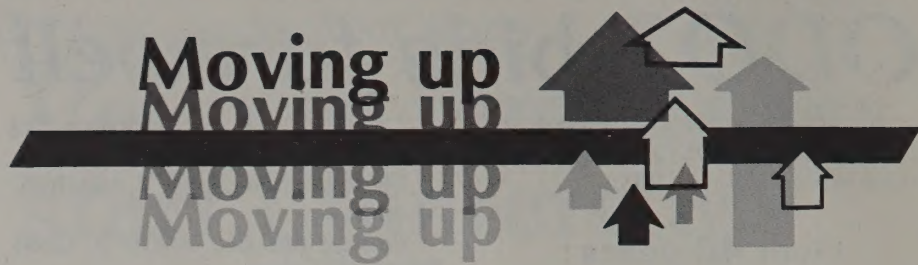
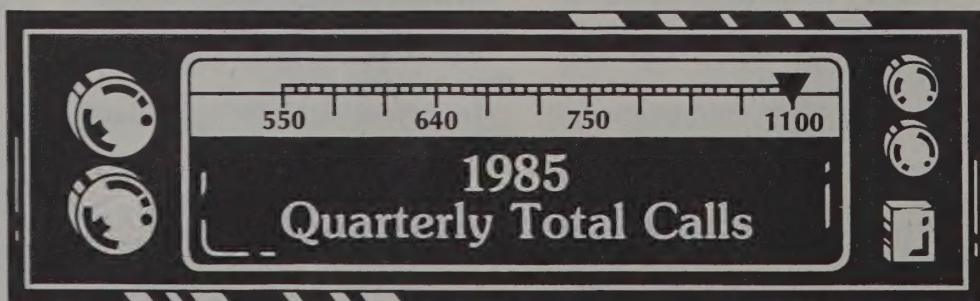
"We began the radio service to increase our statewide public information efforts and to better recognize the role broadcast journalism plays in our state," he told the commission.

The Salem-based service provides at least two new stories each week covering department-wide

activities. A recording studio in the Public Affairs Office is equipped with broadcast-quality equipment for producing the minute-long news and feature stories.

Stations access the 24-hour service using a toll-free phone number that connects to an answering

machine. Callers are asked to give their station "call letters" and leave comments after recording the ODOT stories.



## Central Services

Robert Bryant, highway engineer (HE) 1 to HE 2, Salem.

Gene King, supervising system specialist to systems supervisor, Salem.

## Highway Division

Charles Anhorn, engineering aide (EA) to engineering technician (ET) 1, Portland.

Forest Anliker, highway maintenance worker (HMW) 2 to HMW 3, Milwaukie.

Richard Arnall, highway maintenance foreman (HMF) 1 to highway maintenance supervisor (HMS) B, Jordan Valley.

Jo Ann Bell, clerical specialist to administrative assistant, Salem.

George Cain, HMW 2 to HMW 3, Pendleton.

Keith Clymer, HMW 3 to HMF 1, Hood River.

Dale Coberley, EA to ET 1, Portland.

Mel Galvin, HE 1 to HE 2, Salem.

Ralph Greene, HMW 1 to HMW 2, Silver Lake.

Delbert Hedges, HMW 2 to HMW 3, Hood River.

Leslie Hubble, HMW 3 to HMF 1, Portland.

Thomas Humphrey, HMW 2 to HMW 3, Baldock.

William Jenks, HMW 2 to HMW 3, Klamath Falls.

Gordon Long, ET 1 to HE 2, Salem.

Jerry Maness, HE 3 to HE 4, Salem.

Charles Middleton, HE 1 to HE 2, Salem.

Gary Mort, HMW 2 to HMW 3, Klamath Falls.

Michael Opperman, HMW 2 to HMW 3, Government Camp.

Edward Prusienski, HMW 2 to HMW 3, Milwaukie.

Edward Roberts, EA to ET 1, Portland.

Carlos Rodriguez, HE 3 to HE 4, Salem.

James Short, HMW 2 to HMW 3, Santiam Junction.

Eugene Spaeth, HMW 3 to HMS 1, Portland.

Steven Specht, HE 1 to HE 2, Salem.

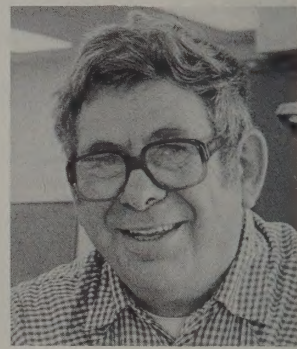
Mark Taylor, EA to ET 1, Portland.

George Williams, HMW 2 to HMW 3, Portland.

John Williams, HMW 2 to HMW 3, Salem.

Linda Willnow, ET 2 to ET 3, Salem.

Billie Zumwalt, ET 3 to ET 4, Salem.



Gordon Long



Edward Prusienski



Jennie Reisch

## Motor Vehicles Division

Lori Bowman, data entry operator to secretary, Salem.

Susan Braun, clerical assistant to clerical specialist, Salem.

Jennifer Mendez, motor vehicle representative (MVR) 1, Forest Grove, to MVR 2, McMinnville.

Rebecca Peirce, data entry operator to clerical specialist, Salem.

Jennie Reisch, clerical specialist, Salem, to MVR 1, Gladstone.

Devonne Self, clerical specialist to administrative assistant, Salem.

Cindi Tuttle, clerical assistant to clerical specialist, Salem.

## Parks Division

Louis Tatum, park ranger 1 to park ranger 2, Farewell Bend State Park.

## Public Transit Division

Joan Plank, program coordinator 1 to program coordinator 2, Salem.

## Remembering

Sandi Hesselgrave, 40, Salem, died Dec. 15. She was assistant to the deputy administrator and had worked at DMV since 1968.

Emil Schlinkmeier, 60, Salem, died Nov. 23. He was an engineering technician in the Highway Materials Unit with 24 years of service to the division.

**RADIO CALLS**--Calls to the ODOT Radio News Service have doubled during the first year, increasing from 550 to 1100.



# On the job with

# Joyce Zobrist



By Monte Turner  
Managing Editor

Joyce Zobrist inherited a strong work ethic, an affinity for the Parks Division, and a love of central Oregon from her late father.

Joyce is a management assistant in the Region 4 Parks office in Bend. Her father, Donald Wareing, was a long-time Parks employee, who served as assistant manager at Cove Palisades and LaPine before his retirement in 1969.

Father and daughter both started their Parks careers in mid-life. Joyce worked three years as a seasonal park aide before taking her present position in 1974.

Her father had worked as a pilot, farmer and ship builder, "but he felt like he had come home when he started with Parks," Joyce says. "He called this God's country. I think that's why I've never left," she says, referring to the region where the forested Cascades give way to the central Oregon desert.

A divorce and the prospect of being the sole support for her family of five young boys pushed Joyce to apply for the full-time office job. The position seems to match her interests and abilities.

## 'I like to learn new things. I'm not frightened by change.'

Growing up on a farm near Redmond in a family of six girls and one boy, Joyce learned to bale hay, shoot a gun and fish on the nearby Deschutes River. Little did she know then that the practical training would pay off later when she was a single parent with five sons to care for.

You don't doubt her ability to change oil in the car, fix bikes or patch the roof. "I've worked all my life at one thing or another," she says. She even quit college after a couple of years to "start making a living."

Joyce brings lifelong work habits to her job, where she revels in helping Parks employees and managers do their job--serving the public.

"I think Parks employees are conscientious workers. They realize the public pays their salary because

they deal with members of the public face to face every day," she says.

Joyce deals with her public ear to ear. "I'm always on the phone," she says.

"I try to know the staff in the parks on a first-name basis, so they're not shy to ask questions. I emphasize that I'm here to help," she says.

"It's not just that I enjoy this aspect of the work--it's a vital part of my job. Our managers' roles are to take care of the parks and the people who use them, but they're often swamped with paperwork. If I can make that easier for them, I feel I've succeeded."

"Most problems are solvable," she says with an infectious laugh that makes her dark brown eyes shine. "They must have confidence in me; they keep calling with more questions."

With one call she may help a new manager submit the monthly payroll, next she's counseling a prospective retiree, and then another caller needs to know what forms to file when someone blows up a toilet.

To help give complete answers, she keeps manuals and files within reach. Her desk is crowded with forms, supplies and reference material.

Two desks fill the other half of the office. One belongs to Jan Ernst, region coordinator, and the other to Gerald Lucas, region supervisor. He's out constantly to cover the region that stretches down the center third of the state from border to border.

His absence often puts Joyce in charge. When there's a crisis of some sort, "I plunge in and try to think like him," she says.

Since starting in her position, she's seen the duties and responsibilities of individual

park and region offices increase. "We're much more autonomous, with fewer edicts from headquarters," she says.

"The current approach gives you more of a feeling of worth and flexibility," she notes, citing changes in hiring, ordering supplies and setting policy.

The management style is important to Joyce. "If I didn't feel I had an opportunity to make an impact, I wouldn't want to work here," she says.

She likes to teach. She conducts two or three group sessions each year on specific procedures and last summer taught the STARS system throughout the region. "I prefer one-on-one teaching. If I can't meet with the person, I send lots of examples and samples. I also have people send in their work; I correct it and send it back."



TALK WITH BOSS - Joyce Zobrist consults with Region Supervisor Gerald Lucas. When he's out, she's in charge.

In the next few years she expects to get involved in training people to use computers. "Employees at all levels are going to have to become computer compatible," she says. "My kids know more about computers than I do. I'm going to have to learn."

That doesn't bother her. "I like to learn new things. I'm not frightened by change," she says.

At home she's facing a major change. Her youngest son has left the nest, and now she has more time for herself.

## Avoids Parks campgrounds

"I'm not sure what I want to do. Until now, survival has been my only goal," she jokes. "I've earned every gray hair."

Now she's learning to play.

She took up golf this summer and loves it enough to boast that she's already golfed in a snowstorm. When camping, she avoids state parks, preferring the solitude of the desert or wilderness areas.

She's addicted to reading--often six or seven books at a time ranging from Megatrends to science fiction.

"I'm a lifelong reader. It's my favorite form of escape," she says. Since she likes to read and study, she may consider going back to school someday. "I could make a career of that. I think it's great that many retirees do."

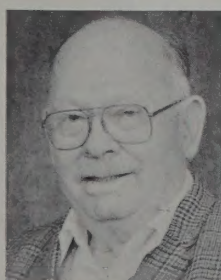
But for now, she's content with her lifestyle and job.

"My work is never boring," she says. "People in Parks are a special breed. They have to care about people to be successful. That makes them good people to know and work with. It's a great organization to work for."

## Retirees report

**Tom Hudson**, Tualatin, ret. HWY assistant maintenance foreman, 1977.

"We raise a big garden, but we don't let it stop us from traveling," Tom reports. He and his wife, Ellen, are seasoned world and U.S. travelers.



They've spent more than two months in Spain where their son was a Navy commander. While in the neighborhood, they went to Africa and Portugal as well.

With a travel trailer, they toured

the South through Florida and spent two winters in Arizona.

This spring they were in Hawaii. Then during the summer they flew to Alaska and took a boat through the Inland Passage to visit towns where Tom served in the Coast Guard in his earlier years.

It sounds like the garden will take low priority again this summer. They're already making plans to repeat the Alaska trip.

□ □ □

**Francis George**, Eugene, ret. HWY, clerical specialist, 1981.

"It's hard to believe it has been over four years since I retired," Francis says.

This fall, she and a friend drove through the Northwest and Western Canada to enjoy the scenery and visit relatives. They were surprised with seven inches of snow during early September in the Canadian Rockies.

Her son from Texas and daughter from California visited at Thanksgiving--the first time they had all been together since her retirement.

She said she is looking forward to more traveling next summer.

□ □ □

**George Hochstetler**, Gold Beach, ret. AERO, assistant admin. for education, 1980.

George recently moved to Gold Beach with a goal to become a beach bum.

Since retirement, he had lived in Salem, where he was raised. This summer and fall he traveled between Salem and his new home to fix it up and slowly move in.

He chose the south beach community for the warmer weather and fishing. He plans to use his 20-foot boat regularly.

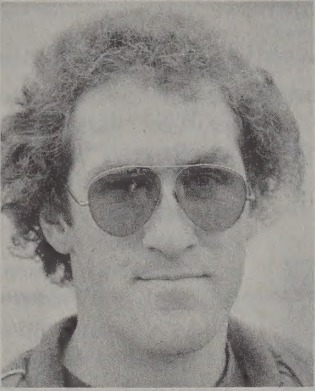
A pilot in the Air Force and for United Airlines before his ODOT career, he has lived in the Far East and Europe. He wants to go to New Zealand during the next year for its beautiful climate and, of course, "fantastic fishing," he says.



# CANDID COMMENTS

What do you hope to achieve professionally in 1986?

**Jeff Saint, HWY  
HMW 2  
Baldock**



## Jeff Saint

This year I'd like to get my spray license, take some mechanics courses, and transfer to Corvallis so my wife can finish her bachelor's degree at OSU.



**Kimberly Lakin, Parks  
Grants Manager/  
Preservation Specialist  
Salem**

## Kimberly Lakin

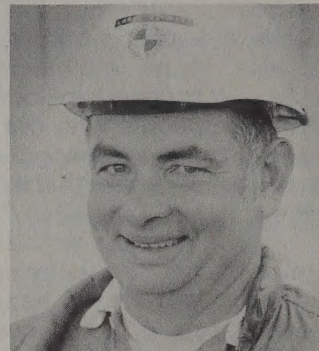
My main goal in 1986 will be to enhance and broaden my professional capabilities. I will begin by learning to operate the office microcomputer. I also plan to complete my second master's degree in historic preservation this spring. Next summer or fall, I hope to enroll in a business course at Willamette University.



**Mary Martini  
Structural Design Engineer 2  
Salem**

## Mary Martini

One of my specific goals is professional registration. Since I obtained my civil professional engineer's license in 1985, the next step is to work towards a land surveyor's license. That will include taking the LSIT examination in 1986, some training classes, and more job experience.

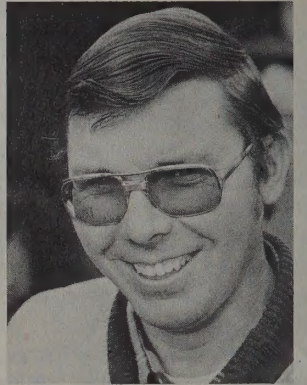


**Lawrence Schmitt, HWY  
Maintenance Supervisor  
Tillamook**

## Lawrence Schmitt

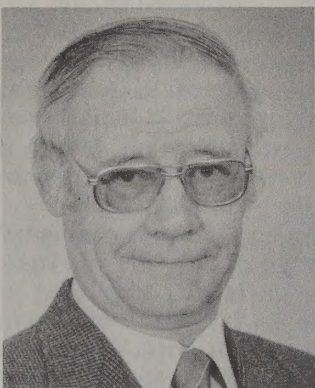
Being a new supervisor in this area, I plan to get better acquainted with the area and people. In February I will take a two-day course on maintenance excellence from ODOT with the goal of doing the best possible job I can as the Tillamook section supervisor.

**Jim Hoffman, HWY  
Assistant Bridge Foreman  
Klamath Falls**



## Jim Hoffman

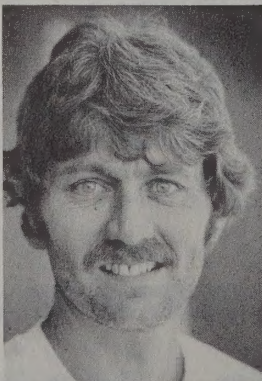
I would like to restructure our crew so our productivity will increase. For personal goals, I would like to get into a couple of training sessions needed for advancement. I also want to help my crew members achieve part or all of their goals.



**Jim Gix, HWY  
Region 3  
Engineer  
Roseburg**

## Jim Gix

My goal for the coming year is to embark on a team-building effort in Region 3 management. Our team will then focus on pursuing excellence in our services to the public. We want employees at all levels to be proud of their organization and reflect that image as they go about their lives in the community.



**Ray Kalthoff,  
HWY  
Weighmaster 1  
Farewell Bend**

## Ray Kalthoff

Because of the wide scope of the weighmaster job, I would like to eliminate a tendency towards tunnel vision by having a wider scope of the job so I can be an asset to the department. Also, I would like to type proficiently so I no longer have to consider a typewriter my number one enemy.



**Lisa Flansberg, HWY  
Region 2 Office Manager  
Salem**

## Lisa Flansberg

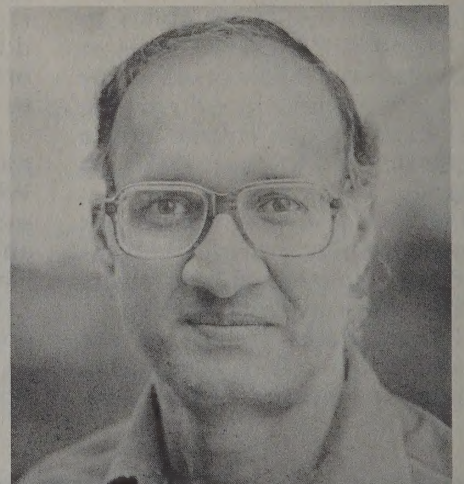
As office manager, I hope to improve my management skills and help the office work towards the goals of economy, efficiency and excellence. Early in the year, I plan to teach the first-level supervision course through Employee Development. During the next year, I hope to learn as much as I have during my first year and a half with the division.

**Candy Long, DMV  
MVR 2  
Eugene**



## Candy Long

My goals for 1986 are to take advantage of the division's assistance for education to learn more about computer technology and management skills. I want to put major emphasis on physical fitness to be better able to cope with job requirements and stress.



**B.H. Rathod, HWY  
Assistant Project Manager  
Portland**

## B.H. Rathod

Having been just assigned to this new position with a growing responsibility of supervising surveying and design teams, I need to: further develop supervision and communication skills; learn to operate new equipment such as the CADD system and computerized survey equipment; incorporate more safety features in the design of highways; and make my work more enjoyable.